

Vendors must have an active, approved master contract under the SITE program and be approved in the category or categories listed in the RFO document in order to respond to and RFO. Vendor is responsible for reading all addenda associated with the RFO.

IT Professional Technical Services

SITE Program

T#:14ATM

Request for Offers ("RFO")

For Technology Services

Issued By

Ramsey County Information Services

Project Title: Organizational Change Management Lead for Ramsey County Enterprise Resource Planning Program

Category: Program/Project Management

Business Need:

The Project.

Ramsey County, through the Information Services Department ("County"), is sponsoring the above referenced Change Management Lead role for the County's enterprise-wide upgrade to the Enterprise Resource Planning ("ERP") program (the "Project"). The County requires a qualified consultant with organizational change management experience for this Project.

Organizational Change Management ("OCM") has the following meaning to the County: applying a proactive, flexible, and practical approach to manage the people, process, and technology changes occurring within the County while achieving a project's desired outcomes. OCM includes mitigating risk as the County transitions individuals, teams, and organizations from a current state to a desired future state.

Organizational Change Management Lead.

The OCM Lead ("Lead") will play a key role, partnering with the County's assigned project manager to create an OCM strategy and change action plan that enables the realization of the program/project outcomes, while managing to scope, schedule and budget. In addition, the Lead will partner with the program/project leadership to define success metrics, and produce the plan to measure desired behavioral changes to ensure user adoption and sustainment.

The Lead will focus on the people side of change, including changes and associated impacts to business processes, systems and technology, organization structure, culture and behavior. The Lead's primary responsibility will be to utilize the County's OCM artifacts and deliverables that complement the County's

project management methodology. These will be used to create and implement change management strategies and plans that maximize employee adoption and usage while minimizing resistance. The Lead will work to drive faster adoption, higher ultimate utilization and greater proficiency of the changes that impact employees in the organization to increase return on investment and achieve desired outcomes.

NOTE: This role is *NOT* calling for an ITSM/ITIL Change Manager who approves system changes to production environments, nor a Lean Six Sigma Process Improvement consultant, nor a program/project manager who has done a little bit of OCM while working in the primary role of program/project management.

Desired candidate background includes:

This candidate should have at least five (5) years of experience working with and/or leading OCM-related activities with minimal supervision required. The desired candidate should be capable of handling the people side of change, helping all levels of the County through the various stages of the change curve, and can apply an OCM methodology (i.e. Prosci, Kubler-Ross, or similar) to the County's initiatives.

The Lead will be involved in and/or leading training, communication, change management, and leadership engagement activities. This includes performing stakeholder analyses (internal and external facing), leadership engagement planning, leading change agent groups, performing change impact analysis, and action planning.

Project Deliverables and Key Responsibilities

The Lead will be responsible for developing and executing on the following deliverables and activities:

- Build relationships at all levels of the organization to facilitate collaboration across business departments and functions to deliver desired program outcomes, while maintaining the integrity of county processes and technology.
- Conduct stakeholder analysis, organizational and business readiness assessments, evaluate and present findings with actions plan in a logical and easy-to-understand format.
- Perform a detailed change impact assessment to identify how the Project will impact people, process and technology of both internal and external County stakeholders
- Develop a set of actionable and targeted change management plans including leadership alignment and sponsorship engagement, communication and stakeholder management, role mapping and training deployment, and behavioral measurement as a subset of the program/project sustainment model.
- Be an active and visible coach and mentor to project sponsors and leadership, and have the ability to influence without authority.
- Identify and onboard change agents. Facilitate sessions to support engagement and development, helping to build internal change competency and aptitude within the County.
- Identify approach and delivery of super user/end user education and training activities to ensure proficiency at go-live and minimize impact to business operations.
- Create a model for reinforcement that will drive accountability, and recognize and celebrate program wins. Develop the necessary processes and systems to track user adoption.
- Identify resistance and performance gaps, and work to develop and implement corrective actions
- Work with project teams to integrate change management activities into the overall project plan to support a successful implementation
- Ability to deal with ambiguity and manage multiple priorities.

Project Schedule

- Project Start Date: September 14, 2016
- Projected End Date: August 31, 2018, with option to extend in increments as determined by the County

Project Environment

The Project is sponsored by the County's ERP Governance Team and facilitated by the County's Project Management Office in the Information Services Department. The Project is enterprise-wide, located throughout the County, including downtown St. Paul and its surrounding suburbs. The Lead will work with a project team comprised of various members from the Finance department and the Information Services department. The Lead will be expected to work with and engage the third party vendor(s) who are providing the software and implementation services. The Project teams are comprised of dedicated core team members including Sponsors, Project Managers, Functional Leads, technical resources, vendor resources, and department subject matter experts. Project management resources are typically centrally located in the County's Metro Square building, in St. Paul MN, where the County will provide the appropriate workspace.

Project Requirements

- Work will be primarily conducted on-site at the Metro Square facility in downtown St. Paul
- Work will be primarily conducted during standard business hours, with additional hours required on occasion.

Responsibilities Expected of the Selected Vendor

- The work is to be performed consecutively until project completion. There will be no break in services other than weekends or recognized County holidays.
- All County information and documentation is to be considered sensitive and confidential and vendor will treat such information and documentation with the same degree of care that the County requires of its own employees and agents.
- Vendor shall encourage and facilitate knowledge transfer with the County.
- Vendor warrants that all services will be performed with the highest standard of professional service, be free from defects and conform with the requirements of this RFO. Any services corrected or re-performed will be covered by this warranty. Non-conforming services will be replaced, corrected or re-performed at Vendor's expense.
- All Deliverables become the property of the County.

Mandatory Qualifications (to be scored as pass/fail)

- B.S or B.A degree (4 year)
- Five (5) years minimum experience in Organizational Change Management that includes at least three (3) of the following activities:
 - Providing a structured OCM methodology and leading change management activities
 - Conducting stakeholder analysis, readiness assessments, evaluating results, and presenting findings
 - Developing change management plans – including communication plans, sponsor roadmap, coaching plan, training plan, and resistance management plan
 - Executing the change management plans and/or supporting the project teams in the execution of change management plans
 - Creating and managing measurement systems to track adoption, utilization, and proficiency of individual changes
 - Identifying resistance and performance gaps and working to develop and implement corrective actions
 - Working with project teams to integrate change management activities into the overall project plan
- At least two (2) previous engagements on large-scale technology deployments; enterprise, across a large organization, multiple locations, with 1,000+ employees, vs. a single company with 100+ employees.

Desired Skills

- Proven experience with all aspects of the Software Development Life Cycle (“SDLC”)
- Prior experience on IT-related initiatives identifying process, procedure, policy, people, technology, and culture-related changes
- Identification and delivery of mitigation activities to reduce risk to an organization going through IT-related changes
- Prior experience with Oracle's PeopleSoft Financial Management (upgrading to version 9.2)

Process Schedule

Deadline for Questions	August 19, 2016, 10AM
Anticipated Posted Response to Questions	August 23, 2016, 3PM
Proposals due	August 29, 2016, 5PM
Anticipated proposal evaluation begins	August 30, 2016, 8AM
Anticipated proposal evaluation & decision	September 14, 2016, 5PM

Questions

Any questions regarding this Request for Offers should be submitted via e-mail according to the date and time listed in the process schedule to:

Name:	Linda Bjorke, IS Contract Manager
Organization:	Ramsey County Information Services
Email Address:	linda.bjorke@co.ramsey.mn.us

Questions and answers will be posted via an addendum to the RFO on the Office of MN.IT Services website (<http://mn.gov/buyit/14atm/rfo/active.html>) according to the process schedule above.

Other persons ARE NOT authorized to discuss this RFO or its requirements with anyone throughout the selection process and responders should not rely on information obtained from non-authorized individuals. If it is discovered a Responder contacted other County staff other than the individual above, the responder's proposal may be removed from further consideration.

The STATE and County reserve the right to determine if further information is needed to better understand the information presented. This may include a request for a presentation.

RFO Evaluation Process

- Experience (70%)
- Cost (30%)

The County reserves the right to interview any or all proposed resources. In the event interviews are conducted, Desired Skills scores may be adjusted based on additional information derived during the interview process. The County further reserves the right to remove a resource from consideration if the resource is unavailable for interview as requested by the County.

This Request for Offers does not obligate the County to award a work order or complete the assignment, and the County reserves the right to cancel the solicitation if it is considered to be in its best interest. The County reserves the right to reject any and all proposals.

Submission Format

The proposal should be assembled as follows:

1. Cover Page (including cost proposal)

Master Contractor Name
Master Contractor Address
Contact Name for Master Contractor
Contact Name's direct phone/cell phone (if applicable)
Contact Name's email address
Consultant's Name being submitted

2. Overall Experience:

1. Provide narrative, including companies and contacts where your consultant has demonstrated the required skills as previously noted. If pass/fail requirements are not met, the County will discontinue further scoring of the proposal.
2. Points will also be awarded based on the desired skills noted above. Provide one paragraph which highlights the consultant's desired skills noted above.
3. Attach a resume for proposed consultant in addition to the narrative description. Be certain the resume has dates of work and notes whether the resource was an employee or consultant.
4. Also include the name of two (2) references who can speak to the consultant's work on a similar project. Include the company name and address, reference name, reference email, reference phone number and a brief description of the project the consultant completed.

3. Cost Proposal

- a. **Include hourly rate for consultant. Must be submitted as a separate attachment.**

4. Conflict of interest statement as it relates to this project.

5. Additional Statement and forms:

required forms to be returned or additional provisions that must be included in proposal

1. Affirmative Action Certificate of Compliance (if over \$100,000, including extension options) <http://www.mmd.admin.state.mn.us/doc/affaction.doc>
2. Equal Pay Certificate Form (if proposals exceeds \$500,000, including extension options) <http://www.mmd.admin.state.mn.us/doc/equalpaycertificate.doc>
3. Affidavit of non-collusion <http://www.mmd.admin.state.mn.us/doc/noncollusion-2.doc>
4. Certification Regarding Lobbying (if over \$100,000, including extension options) <http://www.mmd.admin.state.mn.us/doc/lobbying.doc>

Proposal Submission Instructions

- **Vendor is limited to submission of 1 resume/candidate in response to the Request for Offers**
- Response Information:
 - Submit response via email to heidi.evanson@co.ramsey.mn.us
 - Subject line in email address shall state: **Attn: ERP Organizational Change Lead Selection Committee**
- Submissions are due according to the process schedule previously listed.
- **A copy of the response must also be sent to MNIT.SITE@state.mn.us for vendor performance tracking.**
- **You must submit an email with your response or email notification that you will not respond to MNIT.SITE@state.mn.us. Failure to do either of these tasks will count against your program activity and may result in removal from the program.**

General Requirements

Proposal Contents

By submission of a proposal, Responder warrants that the information provided is true, correct and reliable for purposes of evaluation for potential award of this work order. The submission of inaccurate or misleading information may be grounds for disqualification from the award as well as subject the responder to suspension or debarment proceedings as well as other remedies available by law.

Indemnification

In the performance of this contract by Contractor, or Contractor's agents or employees, the contractor must indemnify, save, and hold harmless the State, its agents, and employees, from any claims or causes of action, including attorney's fees incurred by the state, to the extent caused by Contractor's:

- 1) Intentional, willful, or negligent acts or omissions; or
- 2) Actions that give rise to strict liability; or
- 3) Breach of contract or warranty.

The indemnification obligations of this section do not apply in the event the claim or cause of action is the result of the State's sole negligence. This clause will not be construed to bar any legal remedies the Contractor may have for the State's failure to fulfill its obligation under this contract.

Disposition of Responses

All materials submitted in response to this RFO will become property of the State and will become public record in accordance with Minnesota Statutes, section 13.591, after the evaluation process is completed. Pursuant to the statute, completion of the evaluation process occurs when the government entity has completed negotiating the contract with the selected vendor. If the Responder submits information in response to this RFO that it believes to be trade secret materials, as defined by the Minnesota Government Data Practices Act, Minn. Stat. § 13.37, the Responder must: clearly mark all trade secret materials in its response at the time the response is submitted, include a statement with its response

justifying the trade secret designation for each item, and defend any action seeking release of the materials it believes to be trade secret, and indemnify and hold harmless the State, its agents and employees, from any judgments or damages awarded against the State in favor of the party requesting the materials, and any and all costs connected with that defense. This indemnification survives the State's award of a contract. In submitting a response to this RFO, the Responder agrees that this indemnification survives as long as the trade secret materials are in possession of the State.

The State will not consider the prices submitted by the Responder to be proprietary or trade secret materials.

Conflicts of Interest

Responder must provide a list of all entities with which it has relationships that create, or appear to create, a conflict of interest with the work that is contemplated in this request for proposals. The list should indicate the name of the entity, the relationship, and a discussion of the conflict.

The responder warrants that, to the best of its knowledge and belief, and except as otherwise disclosed, there are no relevant facts or circumstances which could give rise to organizational conflicts of interest. An organizational conflict of interest exists when, because of existing or planned activities or because of relationships with other persons, a vendor is unable or potentially unable to render impartial assistance or advice to the State, or the vendor's objectivity in performing the contract work is or might be otherwise impaired, or the vendor has an unfair competitive advantage. The responder agrees that, if after award, an organizational conflict of interest is discovered, an immediate and full disclosure in writing must be made to the Assistant Director of the Department of Administration's Materials Management Division ("MMD") which must include a description of the action which the contractor has taken or proposes to take to avoid or mitigate such conflicts. If an organizational conflict of interest is determined to exist, the State may, at its discretion, cancel the contract. In the event the responder was aware of an organizational conflict of interest prior to the award of the contract and did not disclose the conflict to MMD, the State may terminate the contract for default. The provisions of this clause must be included in all subcontracts for work to be performed similar to the service provided by the prime contractor, and the terms "contract," "contractor," and "contracting officer" modified appropriately to preserve the State's rights.

IT Accessibility Standards

All documents and other work products delivered by the vendor must be accessible in order to conform with the State Accessibility Standard. Information about the Standard can be found at: <http://mn.gov/mnit/programs/policies/accessibility/>.

Nonvisual Access Standards

Nonvisual access standards require:

1. The effective interactive control and use of the technology, including the operating system, applications programs, prompts, and format of the data presented, are readily achievable by nonvisual means;
2. That the nonvisual access technology must be compatible with information technology used by other individuals with whom the blind or visually impaired individual must interact;
3. That nonvisual access technology must be integrated into networks used to share communications among employees, program participants, and the public; and
4. That the nonvisual access technology must have the capability of providing equivalent access by nonvisual means to telecommunications or other interconnected network services used by persons who are not blind or visually impaired.

Preference to Targeted Group and Economically Disadvantaged Business and Individuals

In accordance with Minnesota Rules, part 1230.1810, subpart B and Minnesota Rules, part 1230.1830, certified Targeted Group Businesses and individuals submitting proposals as prime contractors will receive a six percent preference in the evaluation of their proposal, and certified Economically Disadvantaged Businesses and individuals submitting proposals as prime contractors will receive a six percent preference in the evaluation of their proposal. Eligible TG businesses must be currently certified by the Materials Management Division prior to the solicitation opening date and time. For information regarding certification, contact the Materials Management Helpline at 651.296.2600, or you may reach the Helpline by email at mmdhelp.line@state.mn.us. For TTY/TDD communications, contact the Helpline through the Minnesota Relay Services at 1.800.627.3529.

Veteran-Owned Small Business Preference

Unless a greater preference is applicable and allowed by law, in accordance with Minn. Stat. § 16C.16, subd. 6a, the Commissioner of Administration will award a 6% preference in the amount bid on state procurement to certified small businesses that are majority owned and operated by veterans.

A small business qualifies for the veteran-owned preference when it meets one of the following requirements. 1) The business has been certified by the Department of Administration/Materials Management Division as being a veteran-owned or service-disabled veteran-owned small business. 2) The principal place of business is in Minnesota AND the United States Department of Veterans Affairs verifies the business as being a veteran-owned or service-disabled veteran-owned small business under Public Law 109-461 and Code of Federal Regulations, title 38, part 74 (Supported By Documentation). See Minn. Stat. § 16C.19(d).

Statutory requirements and certification must be met by the solicitation response due date and time to be awarded the preference.

Work Force Certification

For all contracts estimated to be in excess of \$100,000, responders are required to complete the Affirmative Action Certificate of Compliance and return it with the response. As required by Minnesota Rule 5000.3600, "It is hereby agreed between the parties that Minnesota Statute § 363A.36 and Minnesota Rule 5000.3400 - 5000.3600 are incorporated into any contract between these parties based upon this specification or any modification of it. A copy of Minnesota Statute § 363A.36 and Minnesota Rule 5000.3400 - 5000.3600 are available upon request from the contracting agency."

Equal Pay Certification

If the Response to this solicitation could be in excess of \$500,000, the Responder must obtain an Equal Pay Certificate from the Minnesota Department of Human Rights (MDHR) or claim an exemption prior to contract execution. A responder is exempt if it has not employed more than 40 full-time employees on any single working day in one state during the previous 12 months. Please contact MDHR with questions at: 651-539-1095 (metro), 1-800-657-3704 (toll free), 711 or 1-800-627-3529 (MN Relay) or at compliance.MDHR@state.mn.us.